

Government Reform

BUSINESS AND LABOR ADVISORY GROUP

Transformation advice

1. Build a coalition powerful enough to lead and sustain ongoing reforms. (See John Kotter, *Leading Change: Why Transformation Efforts Fail*.)
2. Make accountability an integrated part of government decision-making, and streamline the multiple competing accountability initiatives. (POG, GMAP, WSQA, performance audits.) The state should encourage, not mandate, Baldrige award application.

Mission of state government

Our mission is to enable every Washingtonian to contribute to and benefit from our democracy and economy with the maximum amount of self sufficiency and dignity, to protect those who cannot protect themselves, and to provide essential government services at the highest level of quality and efficiency.

Those essential government services are high quality education, life long health, ease of mobility, promotion of economic vitality and security, enhanced public safety, stewardship of our environment and effective administration of government.

Principles for transforming state government

1. ***Focus on the core*** – Set priorities and focus on core government services.
2. ***Align and streamline shared functions*** – Consolidate and align agency and administrative functions with similar purposes.
3. ***Focus on the customer*** – Redesign service delivery from the customer's perspective and not existing bureaucratic structures or requirements.
4. ***Calculate the value proposition*** – Drive decisions and identify priorities by comparing the value of the results achieved against the investment of time and resources required.
5. ***Engage citizens*** – Involved citizens strengthen our democracy and enrich our civil society.
6. ***Empower employees*** – Decision-making and authority will be centered with state employees responsible for delivering services with the highest quality and efficiency.
7. ***Trust and accountability*** – State government will operate from a position of trust, strive for accountability and openness and maintain the highest integrity.
8. ***Embrace creativity and innovation*** – Embrace and sustain an environment that accepts change and risks, rewards innovation, and is future focused. A technology enabled government can be more responsive to client, customer and citizen needs in the 21st century.

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